DEVELOPING PERFORMANCE OBJECTIVES

LEARNING OBJECTIVES

➢ Performance objectives should be established at the beginning of the period of performance to guide employee activities. They may be adjusted throughout the period of performance, if necessary. For example, if the employee is tasked to work on a special project

➢ 1. Develop effective performance objectives

➢ 2. Differentiate between work activities and performance objectives

➢ 3. Extract individual performance objectives from various sources

➢ 4. Understand the concept of individual performance objectives

RESULTS

➢ Performance objectives are a critical part of the performance management system and is a key contributor to organizational success

➢ When developing performance objectives you will need to go beyond describing an employee's general work activities and identify the results associated with those activities

➢ Performance objectives help ensure accountability and by focusing on end results, it is easy to see how your performance directly contributes to the organizations success.

RESULTS cont.

➢ The end result of a performance objective can be described as services provided, or accomplishments achieved.

➢ Objectives are either quantifiable or verifiable.

➢ Objectives are not always products, they can also focus on intangible results. For example, higher quality training support is an objective that can be verified by the consumer of the training support.

SMART

An easy way to develop effective objectives is to remember that objects should be:

➢ **S** – SPECIFIC

➢ **M** – MEASURABLE

➢ **A** – ACHIEVABLE

➢ **R** – RELEVANT

➢ **T** – TIME-SPECIFIC

SMART cont.

➢ **<u>Specific</u>** – details an observable action

➢ **<u>Measurable</u>** – because the action will be able to compared against established standards

➢ **<u>Achievable</u>** and **<u>Relevant</u>** to the organizations goals

➢ **<u>Time-Specific</u>** because the action has a specific due date.

MEASURING PERFORMANCE OBJECTIVES

4 BASIC WAYS TO MEASURE PERFORMANCE OBJECTIVES**:**

➢ **QUALITY**
➢ **QUANTITY**
➢ **TIMELINESS**
➢ **COST-EFFECTIVENESS**

QUALITY

➢ **QUALITY** – MEASURES HOW WELL THE WORK IS PERFORMED AND CAN BE MEASURED IN A VARIETY OF WAYS INCLUDING ACCURACY, EFFECTIVENESS, OR USEFULNESS ASSOCIATED WITH THE OBJECTIVE.

QUANTITY

➢ **QUANTITY** - MEASURES THE ACTUAL AMOUNT OR CAPACITY OF WORK PRODUCED. PERFORMANCE OBJECTIVES MEASURED VIA QUANITY WILL ALMOST ALWAYS INVOLVE A NUMERICAL BENCHMARK, SUCH AS RAW NUMBERS, PERCENTAGES, OR LEVEL OF PRODUCTIVITY.

TIMELINESS

> **TIMELINESS** - MEASURES HOW QUICKLY THE WORK IS PERFORMED. PERFORMANCE OBJECTIVES MEASURED VIA TIMELINESS INCLUDE SOME SORT OF A TIME FRAME. PLEASE NOTE THAT THE TIMEFRAME CAN CHANGE DRAMATICALLY, DEPENDING ON THE TIME REQUIREMENTS ASSOCIATED WITH THE PERFORMANCE OBJECTIVE.

COST EFFECTIVENESS

➢ **COST EFFECTIVENESS** - MEASURES PERFORMANCE OBJECTIVES IN TERMS OF DOLLAR SAVINGS, PERSONNEL SAVINGS, OR TIME SAVINGS

DEVELOPMENT OF PERFORMANCE OBJECTIVES

➢ PERFORMANCE OBJECTIVES SHOULD BE DEVELOPED AT A "SUCCESSFUL" LEVEL

➢ SUPERVISORS ARE ULTIMATELY RESPONSIBLE FOR DEVELOPING PERFORMANCE OBJECTIVES, HOWEVER, YOU SHOULD CONSULT WITH YOUR EMPLOYEES DURING THIS PROCESS TO MAKE SURE YOU ARE ON THE SAME PAGE AS TO WHAT CONSTITUES "SUCCESSFUL"

➢ KEEP IN MIND THAT EMPLOYEES MUST HAVE CONTROL OVER ANY OBJECTIVE THAT IS CREATED. YOU DO NOT WANT TO CREATE AN OBJECTIVE THAT THE EMPLOYEE CANNOT ACHIEVE DUE TO ISSUES THAT ARE BEYOND THEIR CONTROL.

SOURCES TO DEVELOP PERFORMANCE OBJECTIVES

THERE ARE SEVERAL SOURCES YOU CAN USE TO WRITE PERFORMANCE OBJECTIVES SUCH AS:

- ➢ **POSITION DESCRIPTIONS**
- ➢ **PERFORMANCE MANAGEMENT PLANS**
- ➢ **OFFICE STRATEGIC PLANS/WORK PLANS**

PLEASE NOTE THESE SOURCES ARE AN EXCELLENT RESOURCE, THEY ONLY PROVIDE A STARTING POINT FOR DEVELOPING YOUR PERFORMANCE OBJECTIVES BECAUSE THEY ARE NOT THE ACTUAL OBJECTIVES.

WORK ACTIVITIES TO PERFORMANCE OBJECTIVES

➢ **STEP 1**: IDENTIFY THE IMPORTANT/RELEVANT WORK ACTIVITIES

➢ **STEP 2**: DETERMINE THE END RESULT FROM EACH WORK ACTIVITY

➢ **STEP 3**: FOCUS ON THE PRODUCTS, SERVICES, AND ACCOMPLISHMENTS THAT RESULTED FROM THE WORK ACTIVITY

OVERLAP EXAMPLE WORK ACTIVITY AND PERFORMANCE OBJECTIVE

➢ **EXAMPLE WORK ACTIVITY**: CONDUCTS CULTURAL AWARENESS TRAINING TO FACILITATE TRANSITION TO OVERSEAS ASSIGNMENTS

➢ **EXAMPLE OBJECTIVE**: SERVED A FEATURED SPEAKER IN TWO CULTURAL AWARENESS TRAINING SESSIONS, PER QUARTER, ON TRANSITION TO ASSIGNMENTS IN SOUTHEAST ASIA.

EXERCISE

IDENTIFY THE PERFORMANCE OBJECTIVE

➢ **A.** IDENTIFY A VARIETY OF INTERNAL AND EXTERNAL SOURCES FOR RELEVANT INFORMATION

➢ **B.** COLLECT RELEVANT DATA TO MEET CUSTOMER NEEDS FOR FUTURE COLLECTION EFFORTS

➢ **C.** ESTABLISH AND MAINTAIN NETWORKS OF SUBJECT MATTER EXPERTS, BOTH INTERNAL AND EXTERNAL, AS A RESOURCE FOR COLLECTION OF RELEVANT INFORMATION

➢ **D.** DEVELOPED ONE DATA REPOSITORY BY THE END OF THE FISCAL YEAR THAT FACILITATES THE EVALUATION OF THE TRAINING MISSION INITIATIVE AND CAPABILITIES

WEBSITES TO VISIT FOR MORE INFORMATION

➢ http://cpol.army.mil/library/permiss/52211.html

➢ http://www.opm.gov/perform/articles/118.asp

➢ http://www.cpms.osd.mil/sespm/docs/HandoutGuidetoWritingPerformanceStandards.pdf